



**NADRA**

*Internship Report on Nadra Kiosk*

# Summer Internship Report

On



**NTL NADRA TECHNOLOGIES LTD.**

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**MBA VI (C)**

Submitted to:

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**Copy of the certificate will be attached here**



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# NADRA

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## 1 Executive Summary:

**NADRA Technologies Limited** (NTL) was founded by NADRA in 2003 as a wholly owned subsidiary to develop customized solutions for the Private and Public sectors. Today, NADRA and NTL jointly undertake projects with the objective to implement solutions to bring transparency in the businesses. It facilitates informed decision making for organizations through products like Verisys, Access Control Systems & Services and Billing & Collection Systems. e-Sahulat is the latest product which has contributed towards e-governance. These products provide general public with solutions housed in congenial environments, while educating the public through exposure to state-of-the-art-technology.

I worked at NADRA Head Quarters Islamabad for 6 weeks. This office serves as the Head Quarters of Nadra ltd. I worked as a internee in the Finance department of PSD under Nadra Technologies Ltd. During my internship I was trained to handle the banks dealings as well. I also have work experience in banking field of about 2 years.

My main tasks involved cash handling, managing balance reserves for payments to clients, dealing banks, depositing cheques to make availablty of balances in accounts. One of the important task was also to reconcile bank accounts.

The grey areas that I detected in NADRA during my internship period are that, it works more like a government organization. There is no proper check and balance. Tasks are not defined properly. People don't work honestly like they should. Building is in a very bad condition, even the roof leaks when it rains.

## 2 Introduction:

### 2.1 Central Background:

National Database and Registration Authority (NADRA) was established as National Database Organization (NDO), an attached department under the Ministry of Interior, Government of Pakistan in 1998. On 10 March, 2000, NDO & Directorate General of Registration (DGR) merged to form NADRA, an independent corporate body with requisite autonomy to operate independently and facilitate good governance. With the mandate of developing a system for re-registering 150 million citizens, NADRA launched the Multi-Biometric National Identity Card project developed in conformance with international security documentation issuance practices in the year 2000. The program replaced the paper based Personal Identity System of Pakistan that had been in use since 1971. To date over 96 Million citizens in Pakistan and abroad have utilized the system and its allied services to receive tamper resistant ISO standard Identification Documents.



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- NADRA has been placed amongst the Top 50 e-Passport Technology Suppliers for 5 consecutive years in ID World Magazine, for 2005, 2006, 2007, 2008 and 2009 published by Wise Media, Italy. NADRA is amongst the 3 companies selected from Asia and Africa on the list. NADRA was honored with the “Outstanding Achievement Award” at CARDEX Middle East in Cairo, Egypt in May, 2007.
- NADRA has been awarded The Merit Exporter Award by Federation of Pakistan Chambers of Commerce & Industry (FPCCI) in 2006 for achieving export of homeland security solutions in the international market.
- NADRA’s Chief Technology Officer, Mr. Usman Y. Mobin was awarded the “ID Talent Award” in November, 2007 at the ID World International Congress held in Milan, Italy. He was recently awarded Tamghah-e-Imtiaz in 2009 for his services rendered to the state.
- NADRA has successfully achieved Capability Maturity Model Integration (CMMI) from Software Engineering Institute (SEI) Carnegie Melon, USA. Certification was assessed on Technology, Quality Management and Project Management divisions.
- NADRA Quality Management and CNIC Production departments are also ISO 9001:2000 Certified.
- Deputy Chairman NADRA, Mr. Tariq Malik was awarded ID Outstanding Achievement Award on November 3, 2009 in Milan at an exclusive ceremony during the eighth ID WORLD International Congress, the Global Summit on Automatic Identification. Mr. Malik was selected out of 250 people from 75 countries by international voting of editorial board consisting of CEOs of fortune 500 companies.

*Sources: <http://www.nadra.gov.pk>*

## **2.2 Company Background:**



National Database & Registration Authority (NADRA) has gained international recognition for its success in providing solutions for identification, e-governance and secure documents that deliver multi-pronged goals of mitigating identity theft, safe-guarding the interests of our clients, and facilitating the public. In-depth Research and Development efforts have enabled NADRA to become the trailblazer in the area of Software Integration, Data Warehousing, Network Infrastructure Development and Project Management.



NADRA set out on the journey of Civil Registration of all Pakistanis in March 2000 and in a short span of time NADRA's team indigenously created a state of the art centralized Data Warehouse, Network Infrastructure and Interactive Data Acquisition Systems to issue secure Computerized National Identity Cards (CNIC). With the introduction of this new fool-proof, comprehensive and highly sophisticated computerized system, NADRA has been successful in reducing the identity theft to a bare minimum. NADRA prides itself on one of the largest centralized databases in the world. This highly secure and intelligent National Data Warehouse is the central hub of NADRA's extraordinary strength and growth in the last 8 years. NADRA's National Data warehouse hosts the data of over 96 million citizens and runs various Transaction Processing, Business Intelligence and Decision Support applications. Operating on international standards and models, NADRA has also developed a comprehensive supply chain, developing understandings with worldwide technology developers & resellers that give us access to state-of-the-art technologies and also enable us to assist clients in acquiring the best value for money in the market.

NADRA proudly employs a highly skilled workforce of more than 11,000 technical and management personnel, who contribute to register more than 96 million citizens and print more than 70 million Computerized National Identity Cards. To achieve this gigantic landmark NADRA has developed 365 Multi-biometric Interactive Registration Centers and deployed 189 mobile vans to register citizens living in far-flung areas, with a motive to provide quality service and comfort. During this short span of time, NADRA has gained significant international recognition. ID World, organizers of the ID Card & Electronic Passport Forum have ranked NADRA as one of the World's Top 50 Suppliers of e-Passport Technology for 04 years running.

### 2.2.1 Vision Statement:

In many organizations all over the world despite the availability of more and more powerful computers on everyone's desk and communication networks that span the globe, large number of executives and decision makers cannot get their hands on critical information in time that already exists in organizations. This is classified as 'data in jail'. NADRA's objective is to go beyond the concept of 'data in jail'. For this purpose NADRA has created National Data Warehouse, which is integrated and interfaced with each of the databases other for optimum utilization by all users ensuring economy of effort and resources. NADRA is aiming to bring in this culture and concept so as to meet the basic requirement of IT Super Highway.

### 2.2.2 Mission Statement:

NADRA, the authority, has been conceived as an instrument for implementation of Government's Vision for the next millennium and to combat all evils of undocumented population growth. The most comprehensive and statistical data will be available at the National Data Warehouse. NADRA aims at including more or less every detail of every Pakistani. The quality of data will be monitored through direct inputs from the user and feeder agencies, and countrywide provincial, regional and District Offices. Thus, the NADRA concept envisages availability of data including a Biographic Information Sheet of every citizen and expatriate, encompassing all relevant social and fiscal indicators. The diversity of data available within unified NADRA terminals would ensure smooth



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planning and meaningful implementation of all governmental policies and projects, leading to good governance, a cherished dream of every Pakistani.

### **3 Company's Analysis:**

#### **3.1 Operational Analysis:**

Nadra Headquarters, NADRA Headquarters is located in the historic State Bank Building which was previously the National Assembly Building, and in its historic Parliament Hall the 1973 Constitution was passed. It has five provincial headquarters namely, Islamabad, Karachi, Lahore, Peshawar, Quetta and three Regional Head Quarters located at Sukkur, Multan and Sargodha. NADRA has established a countrywide Data Communication Network linking the Central Data Warehouse with eight regional hubs across the country. From here applicant data is regularly updated and monitored through direct inputs from different user agencies. The data that is regularly updated at provincial and district offices is comprehensive including statistical, geographic and complete biographic details of every citizen. NADRA has made Pakistan the first country in the Muslim world to develop a fully integrated and centralized system of registration through technologically advanced and efficient computerization and automation.

- Nadra Headquarters Islamabad HQ
- Provincial Headquarters PHQ:
  - Islamabad
  - Karachi
  - Lahore
  - Peshawar
  - Quetta
- Regional Headquarters RHQ:
  - Sukkur
  - Multan
  - Sargodha

##### **3.1.1 Clients and Customers:**

Nadra has local clients as well as international clients

###### **3.1.1.1 Local clients:**

Clients	Projects
Ministry of Interior	National Identity Card System
Directorate General of Immigration and Passports	Multi-Biometric Card System
National Highway Authority	e-Toll System
Benazir Income Support Program	MNA/MPA/Senator Forms Processing Project Emergency Relief (ER) for IDPs Project Smart Card Project World Bank Scorecard Survey Project
Earthquake Reconstruction & Rehabilitation Authority	ERRA
UNHCR Pakistan	Registration of Afghan Refugees

## Bill Payment of Utility Companies

All Electric Distribution Companies (DISCOS) of WAPDA, Karachi Electric Supply Company (KESC), Sui Gas Companies, Telecom Operators and most of Water and Sanitation Boards are using the services of e-Sahulat in collection of their utility bills.

## Utility Companies:

- MWSA- Multan Water and Sanitation Agency
- KWSB- Karachi Water and Sewerage Board
- LDA- Lahore Development Authority
- RDA- Rawalpindi Development Authority
- CDGK- City District Government Karachi
- BWSA- Balochistan Water and Sewerage Authority
- PTCL- Pakistan Tele Communication Limited
- SSGC- Sui Sothern Gas Company
- SNGPL- Sui Northern Gas Pipelines
- IESCO- Islamabad Electric Supply Company



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- KESC- Karachi Electric Supply Company
- LESCO- Lahore Electric Supply Company
- FESCO- Faisalabad Electric Supply Company
- GEPCO- Gujranwala Electric Power Company
- MEPCO- Gujranwala Electric Power Company
- HESCO-Hyderabad Electric Supply Company
- PESCO- Peshawar Electric Supply Company
- QESCO- Quetta Electric Supply Company
- FWASA- Faisalabad Water and Sanitation Authority

### Cellular Phone Operators:

- Mobilink
- Telenor
- Ufone
- Warid
- Zong

### Long Distance (LDI) Calling Cards

- Hello
- GT
- PTCL Calling Cards

### Wireless Cards

- Vfone
- Dial Log

#### 3.1.1.2 International Clients:

International clients of NADRA technologies ltd. Are as follows:

Clients	Projects
Government of Sudan	Civil Registration Project
Government of Kenya	Passport Issuing System
Government of Bangladesh	High Security Driver's License

### 3.1.1.3 International Clients:

Sector	Companies
Telecom	Mobilink, Ufone, Telenor...
Financial Institutions	Barclays, Royal Bank of Scotland, Standard Chartered...
Utility Bill Companies	PTCL, IESCO, SNGPL, SSGPL...

## 3.2 Financial Analysis:

It is not possible to disclose any financial data because of NADRA's confidentiality. And for security reasons as it comes under the Ministry Of Interior. It does not publish any annual report. Hence no financial data regarding NADRA is available on the internet as well.

## 3.3 Human Resource Assessment:

Human Resource Directorate at NADRA attempts to provide management support to its highly specialized and diverse workforce, which is a part of Pakistans largest IT based public sector organization, and geographically spread across the length and breadth of Pakistan.

### 3.3.1 Our Goals

Human Resource Directorate at NADRA, focusing its IT and public sector base, aims to provide an organizational framework to recruit, select, reward, train, develop and retain a diverse workforce, while ensuring an environment that optimizes and values productivity, efficiency and effectiveness.

### 3.3.2 Objectives

1) Reach out to diverse group of workers across Pakistan, while recruiting to achieve fairness and diversity in an efficient manner.

- 2) Increase women participation in NADRA up to 20% to facilitate its 54% customer base.
- 3) Constitute and maintain a comprehensive market competitive reward system to ensure attraction and retention of qualified and experienced professionals.
- 4) Standardization of Directorate's internal practices and procedures to improve its customer satisfaction level.
- 5) Enable employees to maximize their career potential by offering increased number of training and development opportunities from renowned trainers within the available resources.
- 6) Introduce in house training programs.
- 7) Introduce a performance management process across NADRA to ensure objectivity and fairness in performance evaluation and career progression.
- 8) Establish and maintain open communication with all level of employees.
- 9) We aim to create the environment of learning, culture of business excellence and belief in performance improvement.

### **3.3.3 HR Diversity Management Program (HRDMP)**

Workplace diversity refers to the variety of differences between people in an organization. This sounds simple; however, diversity encompasses race, gender, ethnic group, age, personality, cognitive style, tenure, organizational function, education and more.

Diversity involves how people perceive themselves and how they perceive others. These perceptions affect their interaction in a work place. For a wide assortment of employees to function effectively in an organization, human resource professionals need to deal effectively with issues of communication, cultural fit and change. Understanding and appreciation of diversity helps HR professionals to achieve this goal.

Understanding and respect for diversity has improved considerably in recent years and learning organizations have responded positively by sensing this subtle change in their external environment. They have recognized the need for immediate action by preparing themselves to utilize human and financial capital.

NADRA's 54% clientele comprises of females. Only 11% of our employees are female therefore it is our goal to increase the current female representation to 20% by the end of year 2009. Some concrete steps have been taken to accomplish this task in order to facilitate the customer base and improve organizational diversity.

*Sources: <http://www.nadra.gov.pk>*



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## 3.3.4 Career Opportunities

NADRA offers a wide range of career opportunities to technical and non technical people both. NADRA hires highly specialized human resource, therefore, majority of the designations/specifications have been tailored according to the needs of the organization.

### 3.3.5 Careers at NADRA encompass the following areas:

**Administration:** Identifies and implements improved streamlined processes

**Customer Business Development:** It helps business enhance its capacity by enabling proactive interactions with customers

**Customer Services/Integrated Logistics:** Management of the flow of materials/products and services and process finished products through the supply chain.

**Engineering:** Develop new products or design new processes.

**External Relations:** Functions as strategic business partner in various areas of public relations.

**Finance & Accounting Management:** Provide financial leadership at all levels. Assist in budgeting and financial resource allocating and risk management

**Human Resources:** Partner with management to set direction, develop and implement strategies. Manages, develops and deploy the human capital of the organization.

**Information Technology:** Impact global market, leading business objectives by employing the state of the art technology.

**Marketing:** Deploy plans to initiate innovative products, attractive for the stakeholders and the customers. Devise and develop promotional activities.

**Procurement:** Providing support to the main function of the organization in all areas.

**Research & Development:** Create and develop innovative products, processes and technologies so as to help improve the quality of life of the masses.

## 3.3.6 Job Environment

NADRA's technological orientation has enabled it to provide a well equipped and a diverse working environment to its employees. It introduces them to a realistic challenge where an employee discovers experiential learning with a supervisory support. This challenge and support inculcates confidence and belief in his/her abilities which becomes a part of the employee's personality.

## 3.3.7 Career Development

Professional development of its employees is at the heart of NADRA. Management has strong belief in professional development of employees that are asset to the organization. The career graph of



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NADRA employees moves with the growth of the organization, since both the organization and the employees grow on reciprocal bases. We arrange extensive training programs for our employees to improve their existing skills set and help them grow in their career. A fully dedicated team at the HR Directorate works full time to find the best trainers and training programs available across Pakistan. Our training and development team has developed a strong association with renowned training institutions and universities like LUMS, NUST and IBA etc.

### 3.3.8 Potential Career Path

NADRA offers internship as well as employment opportunities for those who are willing to work in a competitive and diverse environment

### 3.3.9 Internship Program

NADRA has developed extensive paid internship programs for the energetic and competent university graduates looking for challenging careers and diverse work environment. NADRA reaches out to the fresh graduates through job fairs which are a valuable opportunity to meet and induct fresh talent. Most recent participations are GIK and Bahria university job fairs. Internship programs are offered in the following three categories.

**Senior Internee:** Candidates having 2 years Masters Degree or 4 years Bachelors Degree with one year experience are inducted as Assistant Manager (non-technical) or System Engineer (technical) for a period of six months.

**Junior Internee:** Candidates having 2 years Masters Degree or 4 years Bachelors Degree are inducted as Assistant Manager (non technical) or System Engineer (technical) for a period of six months.

**Student Internee:** Current students taking projects as part of their course are inducted for a period of three months in early June.

Our internship programs are exciting, providing valuable opportunities for student interns and the fresh graduates both. Our internships provide invaluable opportunity to put theory into practice, apply knowledge and skills to real-life business situations. It is a great prospect of experiential learning where internee may find permanent place at the end of his/her probation period. Our supervisors/managers guide our interns in every possible way.

### 3.3.10 Employment Program

NADRA is an equal opportunity employer where people, irrespective of their gender, age, ethnic background and disabilities are encouraged to apply against advertised jobs. We offer jobs in the fields of information technology, engineering, operations and management. As an employee, you will take on significant company projects, strengthen your professional skills and gain a wealth of career and professional opportunities available at NADRA.

## 3.3.11 Management:



**Chairman**  
**Ali Arshad Hakeem** Mr. Ali Arshad Hakeem has a dynamic professional background in both public and private sector organizations of Pakistan as well as abroad, and had joined NADRA as Chairman on August 12, 2008. His versatile experience had brought many value additions and a completely service oriented vision to NADRA. He not only served in Pakistan's Central Board of Revenue for ten years at Senior Management positions but had also been closely involved with

Business Process Outsourcing Operations, Computerization of Land Records and Automation of Customs Process in Pakistan. His special interests include Data Mining for National Security & Poverty Alleviation. He holds a degree in Electrical Engineering, Business Administration and Law and believes in an optimistic change through innovation in various Business and economic ventures



**Deputy Chairman**  
**Tariq Malik** Mr. Tariq Malik was appointed in strategic management role as

Deputy Chairman by board members of National Database & Registration Authority (NADRA) in 2008. Mr. Malik brings 18 years of strategic management experience in implementing high profile citizen centric technology solutions for the governments of the United States of America, Canada, Germany, Bahrain and

Pakistan. He is well-known in the project and technology management as a successful CIO, Senior Consultant Information Systems, Speaker, Writer, Trainer and Researcher of Information Technology in Public Sector. Prior to joining NADRA, he worked as Deputy Chief of Technology at Wayne County in State of Michigan, USA. Mr. Malik has the honor to work as IT-Advisor of the former Prime Minister of Pakistan, Ms. Benazir Bhutto. Mr. Malik has done Masters in International Management from Heidelberg, Germany, after having completed Masters in Computer Science. As a professional, Mr. Malik participated as guest speaker and attended various executive leadership programs offered by John F. Kennedy School of Government, Harvard University, Massachusetts, Stanford University, California, and American Management Association, USA.



**Chief Technology Officer**  
**Usman Y. Mobin** Mr. Usman Y. Mobin assumed the vital role of NADRA's Chief Technology Officer in 2002.

Educated at the prestigious Massachusetts Institute of Technology (M.I.T.), USA, he acquired Masters Degree in Electrical Engineering & Computer Science. Mr. Mobin is bestowed with a wealth of knowledge coupled with strong technical expertise which he has successfully applied to bring about

revolutionary changes in various legacy systems at national and international level; gaining positive repute as a pioneer for contributing innovative state-of-art technology solutions. He is also well respected as the architect of Pakistan Passport System enabling the development of world's first multi-biometric electronic passport. Apart from this, a few of his major achievements include invention of remarkably fast phonetics-based search technique operative on multilingual identity databases such as Pakistan's National Data Warehouse and invention of algorithmic technique for family tree linkage in National Database. Mr. Mobin received ID World - Special Award "ID Talent Award" in 2007 for his excellence in the field of Technology, Presidential Medal for "Persistence in Excellence" and "Tamgah-e-Imtiaz" in 2009 awarded for Public Service.



**Chief Operating Officer  
Brig(R) Zahid Hussain**

Brigadier Zahid Hussain SI(M)  
(retd) was appointed as Chief

Operating Officer NADRA w.e.f. 12 August 2009. He served as GM Quetta for a year where he was known to be a deliverer and made momentous progress, especially in public dealing; providing essential facilities and creating job opportunities, by adding around 200 new appointments. He is also a member of the

Chartered Institute of Logistics, U.K. Brigadier(R) Zahid has also rendered meritorious services in the Pakistan Army and commanded the troops in Dera Buggati, Jehlum and Karachi. He also served as Station Commander Kharian. He was awarded Sitara-e-Imtiaz(Military) for his commendable service.



**Chief Financial Officer  
Shahid Hamid**

Mr. Shahid Hamid joined NADRA  
on 21 May 2008. Prior to joining

NADRA, he worked in Pakistan High Commission, London for 6 years. Mr. Hamid is a career civil servant of Pakistan Audit & Accounts Service possessing extensive work experience of over 30 years. Mr. Hamid had previously worked with Civil Aviation

Authority, Ministry of Defence, PWD and Pakistan Audit Department which includes working as WAPDA Performance Auditor for 8 years. He holds Masters Degree in Economics and had taken specialized training in Project Evaluation from UK.



**Secretary NADRA Authority / PSO to Chairman  
Col(R) Shaukat Raza**

Col.(R) Shaukat Raza has been serving in NADRA for the last 9 years. He served as General Manager Islamabad from 2001 to 2004. He has been working as Principal Staff Officer since his appointment in 2004. He has vast field experience and is well versed with NADRA's internal working environment. He is the focal person dealing with Ministries, Missions Abroad and other Inland and Foreign Departments.



**Chief Human Resource Officer**  
**Naveed Jan Sahibzada**

Mr. Naveed Jan Sahibzada joined NADRA as General Manager HR on June 04, 2007. He has a strong professional background and vast experience of working in the field of HR. He holds an MS degree in Human Resource management from London School of Economics (LSE), UK. He is a Chevening Scholar and holds Certification as professional in HR from HRCI, USA as well as Chartered Institute of Personnel and Development (CIPD) UK.



**Chief Operating Officer (NTL)**  
**Lt. Col(R) Hasnain Mehdi**

Mr. Hasnain Mehdi joined NADRA in May 2002 as Director Marketing. He has a unique experience of having served in the Armed Forces as an Aviator for 25 years. He has also served in the Oil and Gas, IT, Telecom and the Financial sector for both public and private organizations at senior management positions for 7 years, till he joined NADRA. He initiated the process of commercializing NADRA, a public sector organization, both in the international as well as the domestic markets successfully. He also initiated an online identity management service which was launched in 2003 and is now a nation wide service.



**Chief Sales Officer (NTL)**  
**Saleem M. Rafik**

Mr Saleem M. Rafik joined NADRA's management team in 2007. He designed "e-Sahulat" which is a program to bridge the service-divide between the rural and urban population. Mr. Rafik completed his studies in Business Management and Systems Engineering from USA and brings over 27 years of experience in the Finance & Technology industry. He embarked upon a rich career in IT and architected solutions for financial and banking industry in USA, Europe and Middle-east serving as CIO for Deutsche Bank. He has also served at senior management positions at Merrill Lynch and IBM. His consulting experience with Price Waterhouse took him to Middle East to establish an Export Development Bank, funded by the World Bank.



**Company Secretary (NTL)**  
**Nabeel Najam**

Mr. Nabeel Najam joined NADRA Managerial Cadre in February 2003. Before his appointment as Company Secretary NADRA Technologies Limited (NTL), he successfully served at various managerial positions in NADRA. Mr. Nabeel played pivotal role in establishment of NADRA Technologies Limited, including drafting of its HR policies and administrative procedures. Mr. Nabeel brings with him rich experience of over 14 years specializing in Marketing, Corporate Affairs, Contract Management, Business Administration and Corporate Communication. He holds a Masters Degree in Business Administration, along with numerous professional trainings pertaining to Strategic Marketing Management and Corporate Communications.

Sources:<http://www.nadra.gov.pk>

## 3.4 Marketing Analysis:

Nadra is more like a monopolistic organization so it does not carry out any marketing activities other than innovating and creating new and advanced products and services for the safety of its customers.

## 4 Environmental Analysis:

### 4.1 Industry and Market Analysis:

#### 4.1.1 Major Product Lines & Market Segments:

##### Cards:

##### CNIC

CNIC (Computerized National Identity Card) is the core product of NADRA issued to a valid/legitimate citizen of Pakistan. It is a blend of state-of-the-art technology and well-defined business rules to guarantee its authenticity and validity. Every genuine, 18 Years and above, citizen of Pakistan is eligible for CNIC.

- **Data Acquisition at Data Acquisition Unit (DAU)**
  - Issuance of Token
  - Photo Capturing
  - Thumb and Signatures
  - Data Acquisition by DEO
  - Form Printing
  - Attestation & Form Submission
- **Data uploading to NADRA Data Warehouse**
- **Verification and Clearance from NADRA Data Warehouse**
- **Printing at Production**
- **Delivery of CNIC to NSRC**

##### Documentation Required:

A CNIC applicant is required to produce the following documents at the time of application:



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- Birth Certificate or
- Old NIC or
- Matriculation Certificate or
- CNICs of immediate/blood relatives
- Citizenship certificate issued by MOI
- No documents are demanded from illiterate applicant for age verification for first time.
- Residents of FATA/PATA will only be entertained at their native DAUs and their forms will be attested by concerned PA/APA.
- For further details please refer to the checklist in related downloads or call us on our UAN 111-786-100.

### Services:

NSRCs provide the following services for CNIC;

- Issuance of new CNIC
- Modification of CNIC
- Duplicate of CNIC
- Correction of Official Mistake in CNIC
- Cancellation of CNIC (In case of death).

### Delivery Time:

- Normal - 30 days
- Urgent - 15 days
- FastTrack - 15 Days (Queue priority at NSRCs for immediate processing)

### Fee Structure:

Ser #	Category	Normal (Rs)	Urgent (Rs)	FastTrack (Rs)	FastTrack with Home Delivery* (Rs)
1	Fresh CNIC	0	200	1000	1100
2	Modification	150	200	1000	1100



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3	Renewal	75	200	1000	1100
4	Duplicate	150	200	1000	1100

\* Fee includes optional Rs.100 delivery charge

### NICOP:

NICOP (National Identity Card for Overseas Pakistanis) is a registration document to be issued to a valid/legitimate citizen of Pakistan. Previously it was issued to overseas Pakistanis working/living/staying/studying abroad for consecutive time period of six months or possessing dual nationalities but now it can be issued to any citizen of Pakistan.

- **Data Acquisition at Data Acquisition Unit (DAU)**
  - Issuance of Token
  - Photo Capturing
  - Thumb and Signatures
  - Data Acquisition by DEO
  - Form Printing
  - Attestation & Form Submission
- **Data uploading to NADRA Data Warehouse**
- **Verification and Clearance from NADRA Data Warehouse**
- **Printing at Production**
- **Delivery of NICOP to NSRC or Address**

### Documents Required:

A NICOP applicant is required to produce the following documents at the time of application:

- Birth Certificate or
- Old NIC or
- Matriculation Certificate or
- CNICs of immediate relatives or
- Passport (mandatory in case of new)

### Services:

NSRCs provide the following services for NICOP



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- Issuance of new NICOP
- Modification of NICOP
- Duplicate of NICOP
- Correction of Official Mistake in NICOP

### Delivery Time:

- Normal - 30 days
- Urgent - 15 days
- FastTrack - 15 Days (Queue priority at NSRCs for immediate processing)
- Executive Plus (FastTrack) – 7 Working Days

### Fee Structure:

Ser #	Category	Normal (Rs)	Urgent (Rs)	FastTrack (Rs)	Modification/ Renewal/ Duplicate	FastTrack with Home Delivery* (Rs)	
						Inland	Abroad
1	NICOP( All Categories) for Middle East	1350	-	3000	2250	3100	3500
2	NICOP (All Categories) for USA, Australia, Canada and Europe	2250	-	5000	4050	5100	5500

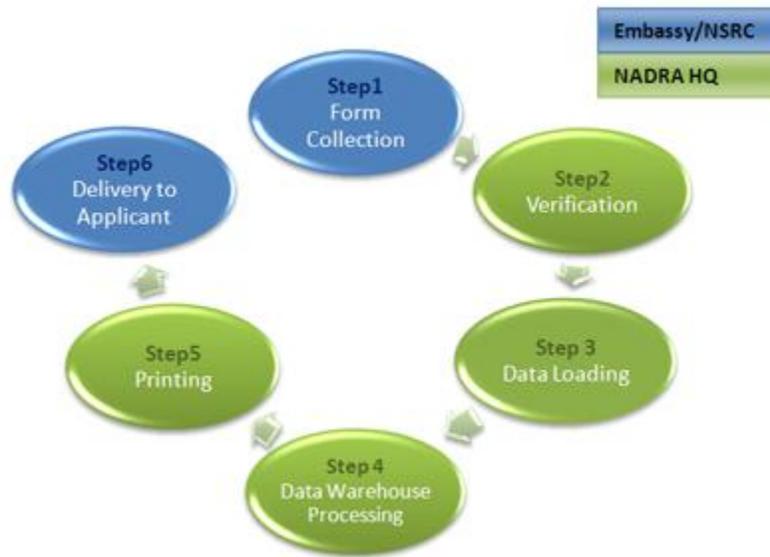
\* Fee includes optional Rs.100 for Inland & 500 for Abroad Home delivery charge

### POC:

The POC program endeavors to provide eligible foreigners with unprecedented incentives to get back to their roots, while ensuring that the motherland remains tightly integrated with expatriates worldwide which includes

- Visa-free entry into Pakistan.
- Indefinite stay in Pakistan.
- Exemption from foreigner registration requirements.
- Permission to purchase and sell property.
- Right to open and operate bank accounts.

## Process Chart:



- **Data Acquisition at Data Acquisition Unit (DAU)**
  - Issuance of Token
  - Photo Capturing
  - Thumb and Signatures
  - Data Acquisition by DEO
- **Verification from NADRA Data Warehouse**
- **Printing at Production**
- **Delivery of POC**

### Documents Required:

- Completed POC Application Form.
- **2 photographs** (passport size).
- **Bank Draft/Bank Receipt** for the fee (**\$100 for adults, \$50 for minors**)
- Renunciation letter required.
- Copy of **Foreign passport**.
- **At least 1 proof of Pakistani origin:**
  - Copy of **Pakistani passport**

- Copy of **National ID Card (NIC)**
- Proof of **property** owned in Pakistan
- **Proof of relationship** with a Pakistani; e.g. (**Marriage or Birth Certificate**), along with the relative's Pakistani passport or NIC.

**Fee Structure:**

Type	New (\$)	Modification / Renewal / Duplicate (\$)	Cancelation* (\$)
Under 18	50	80	100
18 & Above	100	150	

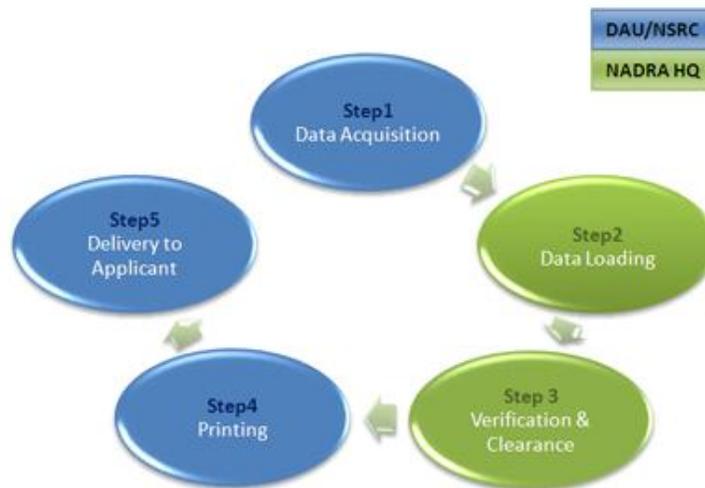
\*Cancellation of NIC / CNIC / NICOP fee respecting those Pakistanis who have renounced Pakistani Nationality.

\*Exclusive of home delivery charges i.e. Inland \$1 & Abroad \$10.

**CRC:**

Child Registration Certificates is a registration document used to register minors under the age of 18 years.

**Process Chart:**



- **Data Acquisition at NSRC/DAU**
  - Issuance of Token
  - Photo Capturing
  - Thumb and Signatures
  - Data Acquisition by DEO
- **Data uploading to NADRA Data Warehouse**
- **Verification and Clearance from NADRA Data Warehouse**
- **Printing at NSRC/DAU**
- **Delivery to Applicant at NSRC/DAU**

### Documents Required:

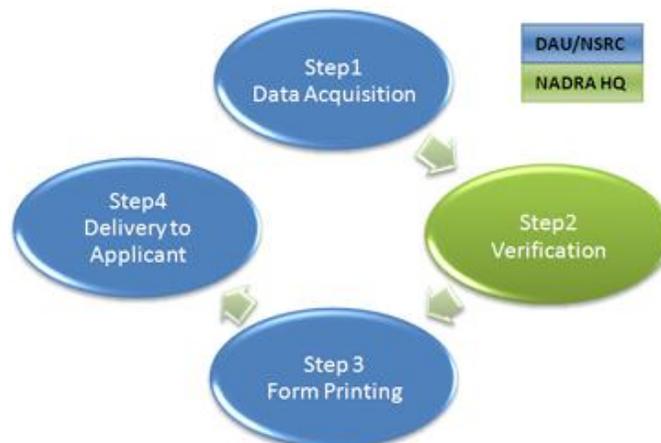
Following are the basic documentation requirements for CRC:

- No Documents are required for applicants below the age of 10 years
- Birth or School Certificate is required for applicants over the age of 10 years
- Delivery in 5 days
- Rs. 50 each

### FRC:

Family Registration Certificates are documents issued to nationals of Pakistan highlighting the family tree structure of the applicant.

### Process Chart:



- **Data Acquisition at Data Acquisition Unit (DAU)**
  - Issuance of Token
  - Photo Capturing
  - Thumb and Signatures
  - Data Acquisition by DEO
- **Verification from NADRA Data Warehouse**
- **Printing of FRC Form at DAU**
- **Delivery to Applicant**

### **Documents Required:**

Following are the documentation requirements for FRC :

- CNIC numbers of all family members
- CRC numbers of all family members

### **Services and Fee:**

- Family Certificate by Birth (Parents & Siblings)
- Family Certificate by Marriage (Wife & Children)
- 500 each

### **INNOVATIONS:**

#### **Multi-Biometric ID Cards:**

NADRA has developed a comprehensive system with Interactive Data Acquisition & Web methodologies; acquiring, transferring, processing, archiving data & producing ISO compliant secure identification documents. This system generates unique citizen identification numbers for entire population. The Registration system integrates biometric technologies such as Automated Finger Identification Systems (AFIS) and Facial Recognition Systems and is capable of providing identity verification to all integral Government departments. The system can meet any standards required by the customer, including ISO 7810 and ICAO 9303 compliant ID cards.

NADRA provides integration services for all types of ID technologies as per the clients' requirement including Smart Card, RFID cards, Java cards and microprocessor based cards. The end-to-end registration system ensures authenticity of individual & documents through visual as well as electronic means. NADRA provides the following services to its clients:

- Evaluate possible technologies and solutions for the project .
- Develop a new Identification numbering scheme .
- Define technical standards based on requirements and evaluation
- Define system security standards .
- Undertake a system analysis and design study of the manual process, to identify gaps in the system
- Perform Business Process Re-engineering (BPR) of the existing procedures
- Develop data acquisition methodologies and identify data fields required to be captured
- Identify required technologies pertaining to:
  - Data Acquisition
  - Data Communication
  - Data Processing
  - Secure Document Production & Document Delivery components
- Design Data Backup and Disaster Recovery (DR) plan for the project
- Develop requirements for integration with other government bodies
- Identify Hardware & Software to implement a state-of-the-art system

### ***Interactive Registration:***

NADRA has the ability to provide its clients with Multi-biometric Interactive Registration Centers that can be designed as a one window solution that makes good use of latest data enrollment technology to gather data directly from the applicants thereby eliminating erroneous data processing. The interactive data capturing not only uses customized software for on-the-spot data entry, but also employs software that captures an individual's photograph as per ICAO standards and biometric technology to capture fingerprints. The data gathered at the acquisition centers is sent directly to the Data Warehouse for processing and finally to printing of secured documents. NADRA has successfully implemented the Multi-Biometric National Identity Card System based on Teslin® for Pakistan. Till date over 96 million citizens have been registered and over 68 million ID cards produced.

### ***National Data Warehouse:***

NADRA has established the National Data Warehouse to cater the influx of huge data. This central repository stores demographic and geographic data of the citizen and processes applicant's records for the issuance of multiple secure documents after exhaustive verification through automated biometric facial and fingerprint recognition and verification systems. All the applications running in

data warehouse are designed and developed in-house, which caters for all needs of automated processing, personalization and verification with minimum human intervention. Some of the data warehouse applications are:

- Phonetics – probably the fastest search engine which searches on the basis of names
- Family Identification – provide vertical and horizontal family linkages
- Verisys – web based verification system
- Registration Tracking – tracks applicant’s application through-out the life cycle of processing
- Disaster recovery and replication module

### **CRMC:**

The Civil Registration Management System (CRMS) has been by developed by NADRA for the registration of four vital events i.e: Birth, Death, Marriage and Divorce. The scope of CRMS is to automate all the local governments in a country and provide computerized registration and certificate issuance of the vital events. The system provides up-to-date status reporting facilities for selected events, while providing business decision models for strategic decision making. NADRA has successfully developed and implemented CRMS for Pakistan at the grass-roots level, with online, web based connectivity for provisioning of monitoring facilities to designated Government officials.

### **Multi-Biometric E-Passport:**



NADRA achieved the hallmark of developing and implementing one of the first Multi-Biometric e-Passports. In 2004 NADRA enabled Pakistan to become one of the first countries in the world to issue the Multi-biometric e-Passport compliant to ICAO standards. NADRA has issued more than 7 million passports to Pakistani citizens until now.

NADRA Multi-Biometric e-Passport solution uses overt and covert security features on the data page supported by most sophisticated technology and business logic which makes it one of the most modern passports of this era. NADRA has developed expertise in centralized and decentralized e-Passport solutions to incorporate any feature as per clients’ specifications including integration of 4K, 8K, 32K, 64K, 72K RFID chip, Ghost Images, and LaTeX Screen printing. The system can help countries create a highly secure integrated system encompassing immigration,



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Automated Border Control and passport issuance while ensuring the genuineness of the holder as a valid citizen. The system requires minimum human intervention that ensures transparency while maintaining ease of exit/ entry of citizens without the holders being harassed unnecessarily.

The key features of NADRA's system include:

- PKI – Public Key Infrastructure
- RFID Chip
- Biometric features namely Facial & Fingerprint
- IPI- Invisible Personal ID
- 2D Barcode
- Machine Readable Zone (MRZ)
- Security Substrate and Laminate
- Ultra Violet features Micro Printing
- Holograms
- Watermark Paper
- Security Ink
- 3 Color Intaglio Printing
- Guilloche Patterns

### **Machine Readable Seafarer Identity Documents:**

As a sequence of establishing measures and procedures to prevent acts of terrorism that threaten the security of passengers, crews and the safety of ships, NADRA has developed “Machine Readable Seafarer’s Identity Document” (MRSID) solution.

NADRA is issuing MRSID to Pakistani sailors in compliance with International Labor Organization Convention (ILO) C-185. The MRSID issued by NADRA is not only vital in enhancing security at seaports but also in facilitating international mercantile naval activities. The salient features of MRSID are:

- Compliance of ILO-SID-0002 standard, which contains Finger Minutiae- Based Biometrics Profile in PDF417 Barcode
- Incorporation of Machine Readable Zone (MRZ) as per the International Civil Aviation Organization (ICAO) standards

- Card layout has been designed according to the specifications provided by ICAO for Machine-Readable Travel Documents (MRTD)
- The Card has security features specified by ILO C-185 which includes but are not limited to heat sealed lamination, ultraviolet security feature and watermark
- Printing of Issuance Authority Signatures along with the official seal
- Use of PVC material as card substrate to counter extreme weather conditions at sea

### **Verisys:**

The requirement of identification document for evidentiary purposes is incomplete without proper verification mechanism. Having developed the Multi-Biometric National Identity Card for Pakistan backed up by the large centralized national database in the world, NADRA has introduced an easy-to-use access tool for verification of citizens in the country named as Verisys. To verify the issued CNIC and avoid any fraudulent activities NADRA launched Verisys, which is an authentication process to provide online verifications of Pakistani citizens to the government, private and corporate sectors for bringing in transparency, validation, elimination of fraud & forgery. This is a web-based real-time activity displaying the front and rear image of the CNIC with added hidden information for verifications. Using NADRA's strong network infrastructure, a reliable and efficient mode of connectivity is provided to clients even in the remotest areas of Pakistan.

### **Biometric Access Control System:**

NADRA's Biometric Access Control System (BACS) allows, organizations requiring high levels of security, to better manage and monitor protection and quickly respond to security breaches. The Biometric Access Control System developed by NADRA is a highly scalable system for monitoring and logging of personnel movements at defined entry and exit points. The central paradigms of the system are the automation of workflow, increased security, efficiency, scalability and transparency in order to achieve a foolproof system that ensures real time monitoring and identification of personnel movement and creating a log for future references.

### **Biometric Attendance Control System:**

NADRA has developed a foolproof highly secured biometric attendance system that logs all the attendance and entry/exit events and generates user friendly web reports for review by management. NADRA's Biometric Attendance Control System provides automated time and attendance control, which is designed to facilitate the employees as well as the organization. Multiple web based reports and email alerts can be generated which display all the occurred events, processes and desired data. NADRA's Biometric Attendance Control System works ideally with Enterprise Resource Planning (ERP) tool but is also compatible with any other employee database. Having a database at the back-end ensures no data loss or duplication and it keeps the visitor or employee record for a longer period of time. The system remains extremely user friendly yet suitable for an enterprise of any size ranging from small and medium to high resource employers.

## **Automated Border Control:**

To cater for the need for robust identification and verification systems, NADRA has developed Automated Border Control (ABC) system which serves as a tool for law-enforcement agencies in eradicating illegal immigration and human trafficking. The Automated Border Control System is fully automated immigration control system linked with the central Passport server. It authenticates e-Passport, identity and other travel documents by performing on spot Facial Recognition and Fingerprint Identification with utmost reliability and efficiency. It also keeps the record of automated data verification, passenger travel history, flight information, destination, port-of-origin, nationality, verification log and officer's comments. The Automated Border Control is fully equipped to cater for the following functions:

- Optical reading and identification of travel documents
- Identification of passenger through AFIS and Facial 1:1 match
- Validation of PKI by reading MRZ and 2D Barcode PDF 417
- Identification of passenger data and UV images
- Matching with Blacklist and Exit Control List (ECL)

## **E Driver's License:**

NADRA has developed an RFID based Driver's License that bears a license holder's unique, personal information as well as stores data regarding traffic violations and tickets issued / outstanding penalties. Data is stored in two halves of the chip. One half contains the personal information of the license holder and cannot be changed or modified. The second half is re-writable, where history of violations can be recorded. At the end of the day, violation data is transferred from the policeman's handheld device (PDA) to local police station which is then transferred to the central server (at district/state level) through secure channel that ensures data security and integrity. The e-Driver's License system has been developed to automatically revoke driving rights in case of traffic violation. Comprehensive data of violations is electronically stored and available to the authorities. The e-Driver's license developed by NADRA also allows the authorities to provide for supplementary provisions and services. The RFID Driver's License enables improvements in identity verification, privacy protection and highway safety.

## **Secure Document Production:**

For the personalization and printing of secured documents, NADRA has established most sophisticated ISO-certified secure document production facility, capable of producing 65,000 to 100,000 cards per day. The same facility has the capacity to produce secure documents using different substrates including Polycarbonate, PVC, Teslin, Paper, Magnetic, and Scratch cards. The facility is equipped with state-of-the-art auto document feeder, digital printers, customized holographic and plain Lamination machine, die-cutting machine and automated mailing machine. ISO certified Quality Assurance Laboratory ensures document testing. Chemical and physical tests are carried out to ensure quality and conformance to the standards. While producing any secure

document, NADRA applies multiple security features ranging from security lines, water marks, micro-text, micro-lines, guilloche patterns, rainbow printing, UV duplex printing, holograms with animated covert images, 2D Barcode with encrypted PKI and many more.

### **E- Vehicle Management System:**

NADRA has developed the multiple-pronged “e-Vehicle Management” system that uses Radio Frequency Identification Device (RFID) technology to identify vehicles approaching ‘manned’ & ‘unmanned’ Check-Posts at entry/exit with real-time monitoring at the central control room. RFID passive contact-less chips are placed on vehicle’s windshield that contain vehicle’s details, linked with the owner’s details at the database level. The information stored in the RFID contact-less chip is encrypted ensuring international standards of security. Designated Check Posts are equipped with cameras, RFID antennas, static scanners and magnetic loops that are able to read the RFID tags on passing vehicles. Transmission of complete data including timestamp, vehicle information and Check Post details are transmitted in real-time to the central control room that allows authorities to monitor & generate route of vehicles. Suspect vehicles are marked in the system and alerts are generated when that vehicle crosses any Check Post.

The e-Vehicle Management System has the following elements:

Vehicle Identification and Monitoring System (VIMS): Vehicles are issued unique Vehicle Identification Number (VIN) embedded in encrypted RFID contactless chips. The system allows authorities to monitor passage of vehicles and traffic levels at check posts helping them to eradicate vehicle theft and smuggling, catch suspects and improve vehicle tax collection.

Vehicle Access Control System (VACS): VACS can be deployed in secured premises/ building entry/exit points to restrict access of vehicles at designated gates, levels and points. The system is useful in monitoring activity at entry/exit points and generates reports of visitors and staff vehicles. The VACS is a valuable tool where security is a priority and passage of vehicles must be regulated by time.

Vehicle e-Toll Collection System: This system can be deployed at toll plazas on motorways and/or highways for electronic collection of toll from vehicles bearing the e-Tag. The system includes Rechargeable credit mechanism and smooth reconciliation of collected toll providing comfort and time-saving to frequent travelers. The system is easily configurable and modifiable and generates reports on financials and traffic turnover.

### **E- Commerce Platform:**

NADRA launched its e-Commerce platform - NADRA Kiosk in October 2006. The basic aim of this ID-centric product is to facilitate all the citizens of Pakistan for e-bill payments and e-transactions. NADRA Kiosk has been developed to carry-out various day-to-day transactions which involve payment of utility/ telecom bills, purchase of prepaid phone cards, disburses cash and acts as merchant bank. Now citizens do not have to stand in long queues for their utility bill payments due to short banking hours, hence enjoying time freedom round-the-clock.

Payments are made by inserting the cash directly into the Kiosk's cash acceptor, after biometric identification from central data warehouse. Once the cash is accepted, payment is immediately credited to subscriber’s account through encrypted secure network channel. Customers can use

NADRA Kiosk in English, Urdu or any other language. After completion of e-transaction, the system issues a printed receipt as an acknowledgement and updates the balance.

Services at the NADRA Kiosk include:

Bill Payments: Settlement of all utility bills including gas, water, electricity and telephone can done at the Kiosks against registered Consumer numbers.

Online Verification: Verification of the Identity Card Number of any individual is possible at the Kiosk ensuring safety in all business or domestic transaction including sale and purchase of property, automobiles, ownership transfer and/or hiring of employees.

Telecom Scratch Cards: Scratch cards of different service providers of various denominations can also be purchased through the Kiosk machine bearing the required e-pin.

Account Modification: After the creation of a user account, the registered user can modify status, add new services and utility companies and view previous transactions.



## 4.2 Industry and Market Analysis:

They don't have any competitors as yet. They are the only organization providing such services to its corporate, local and International Customers. It does not give any financials or annual reports so it is not possible to calculate their market share but as they are the only service providers of their kind so they capture 100% market for such services. They do not disclose their confidential financial data. Deputy Chairman NADRA, Mr. Tariq Malik was awarded ID Outstanding Achievement Award on November 3, 2009 in Milan at an exclusive ceremony during the eights ID WORLD



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International Congress, the Global Summit on Automatic Identification. Mr. Malik was selected out of 250 people from 75 countries by international voting of editorial board consisting of CEOs of fortune 500 companies.

### **4.3 Technology Analysis:**

#### **4.3.1 Innovations:**

- NADRA has been placed amongst the Top 50 e-Passport Technology Suppliers for 5 consecutive years in ID World Magazine, for 2005, 2006, 2007, 2008 and 2009 published by Wise Media, Italy. NADRA is amongst the 3 companies selected from Asia and Africa on the list. NADRA was honored with the “Outstanding Achievement Award” at CARDEX Middle East in Cairo, Egypt in May, 2007.
- NADRA has been awarded The Merit Exporter Award by Federation of Pakistan Chambers of Commerce & Industry (FPCCI) in 2006 for achieving export of homeland security solutions in the international market.
- NADRA’s Chief Technology Officer, Mr. Usman Y. Mobin was awarded the “ID Talent Award” in November, 2007 at the ID World International Congress held in Milan, Italy. He was recently awarded Tamgah-e-Imtiaz in 2009 for his services rendered to the state.
- NADRA has successfully achieved Capability Maturity Model Integration (CMMI) from Software Engineering Institute (SEI) Carnegie Melon, USA. Certification was assessed on Technology, Quality Management and Project Management divisions.
- NADRA Quality Management and CNIC Production departments are also ISO 9001:2000 Certified.
- Deputy Chairman NADRA, Mr. Tariq Malik was awarded ID Outstanding Achievement Award on November 3, 2009 in Milan at an exclusive ceremony during the eighth ID WORLD International Congress, the Global Summit on Automatic Identification. Mr. Malik was selected out of 250 people from 75 countries by international voting of editorial board consisting of CEOs of fortune 500 companies.

### **5 Brief on department worked during internship:**

I worked in NADRA Technologies limited Public Services Department (PSD) for 6 weeks as student internee. This department has projects like E-Sahulat and KIOSK etc. I worked in the Finance



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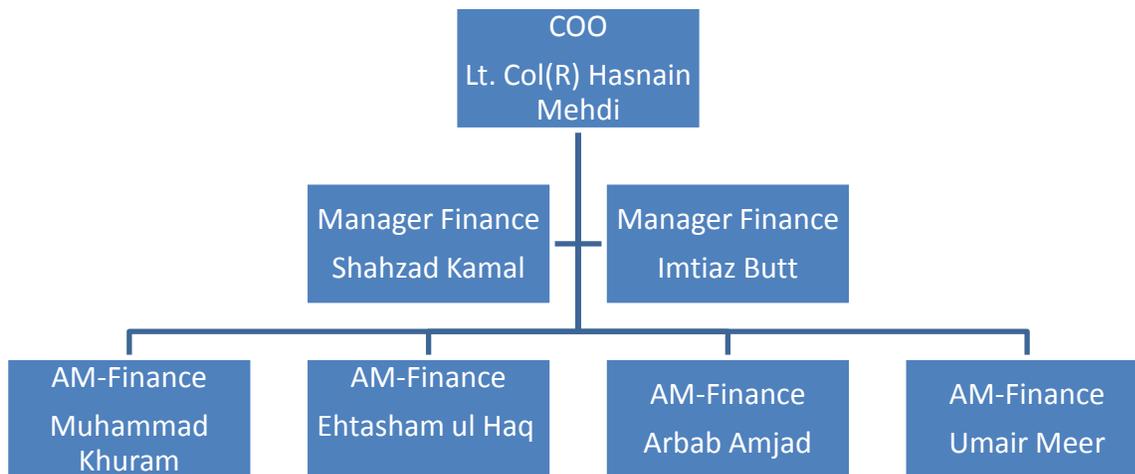
## Internship Report on Nadra Kiosk

Section of this department. I was also made to keep a good relationship with banks because our daily work was dependent on it. My overall scope of work there consisted of the following:

- Funds Management
- Cash Disbursement
- Voucher making
- Draft depositing
- Running system reports through KIOSK software
- Producing disbursement letters
- Depositing cheques
- Depositing license fee and form fee
- File handling
- Reconciliation
- Sending invoices to the clients every month
- Arrangement of Bank statements

### 5.1 Organizational Chart:

According to my observation I have seen the following hierarchical pipe line:



I was working as a student internee under Mr. Ehtasham ul haq and Mr. Khuram. I have learned a lot on how the working at a finance department is done and how daily tasks are performed.

## 6 Identification of Main Problems:

I have observed a few problems in this organization which are as follows:

- One is that there is lack of awareness among employees about their job description. People don't really know what job is to be performed by them.
- Inability to approach top level management due to high security and safety reasons which shows lower level of centralization.
- Some of the tasks are made complex which hurdles the working of organization.
- Just like any other govt. organization people mostly waste their time and work less, which does not adds value to the organization.
- Like any other govt. organization people don't take good care of the working environment.
- A very low class cafeteria for refreshment.
- Inadequate working environment, leaking ceilings etc.
- Do not publish their annual report.

## 7 Findings:

According to my findings, which I have observed while working at NADRA:

- Govt. of Pakistan is the main client of NADRA.
- NADRA is more sort of govt. organization than a private one.
- NADRA is more like monopolistic organization because it is the only one of its kind.
- NADRA has the most advanced technology in Pakistan. It has a strong IT department.
- People work in normal routine without any planning or short term objectives being set.
- One thing that I liked most is that they all start their day with combined prayer.

## 8 Conclusions & Recommendations:

Some of the recommendations in my view can be helpful which are as follows:

- There should be a weekly meeting to set short term goals, and to discuss the discrepancies or problems.
- Provide safer and adequate environment to the employees.
- Introducing workshops and training sessions to employees specific to their work.
- Employees should have reasonable access to the upper management.
- Un needed extra staff should be laid down and competitive staff should be kept.
- Scholarships and development for employees.



**NADRA**

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## **9 Appendix:**

### **Web References:**

- [www.nadra.gov.pk](http://www.nadra.gov.pk)
- Some presentations from Nadra.